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ABSTRACT

"Place-based assistance" is not a new concept. Asking what people want and finding ways to give it to them sounds simplistic, but it can result in "win-win" solutions in which everyone involved benefits. This document is a guide to using networking and surveys of residents to determine community needs. Some case studies show networking and surveys in action in creating computer centers, developing programs for a complex for the elderly, and establishing services and programs in another residence for the elderly. For example, residents in one community felt it was absolutely necessary to expose their children to computers, they could not afford to get computers themselves, and the schools were not doing it. Forty percent of adult residents have less than a high school education, i.e., do not have a high school diploma. The computer center was developed here in 6 months, holding a total of 11 computers and has proven to be overwhelmingly popular from the community's children to elderly. Similarly, the Fellowship Computer Center of New Haven, Connecticut was developed for individuals with psychiatric or substance abuse problems. Computers, scanners, printers, and color printers were donated and purchased; classes on learning data entry and word processing were scheduled. A work training program that helps get individuals full computer literacy for employment was set up here as well. The success story of a services coordination program provides another illustration of determining resident needs in a rental community where most tenants were immigrants with little formal knowledge of English. The ideas from the case studies and examples are incorporated into advice for fostering community vision and developing networks and communication patterns. Some suggestions are given for constructing surveys to determine resident needs. The discussions of vision, networking, communication, and surveys are also provided in Spanish. (SLD)

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PLACE BASED ASSISTANCE TOOLS: NETWORKING AND RESIDENT SURVEYS

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This manual is a "partnership product", based on the contributions of a number of different individuals and organizations. It does not necessarily represent the opinions or positions of any agency or organization, and is intended solely to support "place-based assistance" and proactive community empowerment efforts. The methods described here are in general use in various sections of the community development field. NO ENDORSEMENT of any contractor or product is implied or stated.

"Place-based assistance" is not a new concept. For primitive communities, self-help was all there was. Some social service providers in the past have wanted clients to "come to them". This doesn't work, at least in the inner city; limited mass transit, work schedules, and many other issues interfere with services provision at a central site.

"Place-based assistance" absolutely must be set up to feed resident interest. It might be very noble to service resident needs, but resident interest is a much stronger motivator. Many needs become less important when residents have a sense of purpose, and most importantly, hope about the future. Some communities have residents, and even managing agents, who are so negative they cannot use even the simplest of ideas to improve their quality of life. "Place-based assistance" must start with hope. "One must see the invisible to do the impossible", one must start seeing the potential in community to have hope. If you don't see potential, you aren't looking hard enough.

We'd go farther. If you manage an elderly property, and discover that 12 residents have an interest in quilting, that could be a Quilting group, right there- an amenity that costs management nothing. Maybe you have 3 interest groups now; what would 30 be like? That is a real, live, breathing amenity, at essentially no cost. If you survey residents in a multifamily property, or neighborhood, and discover that 10 have construction experience, that might be a sub-contractor right there- a business that could be run on-site, that could perhaps even support apprentices. This sort of thing is occurring with Section 3 efforts in Public Housing right now.

Take care of the small things, and the big things take care of themselves. Asking what people want, and then finding ways to give it to them, sounds incredibly simplistic. How many managers and resident groups don't do this, though? Cutting edge, proactive managers all do something along these lines, it's just too simple to not do. ALL salespeople ask customers what they want, right? Sometimes managers complain they never have enough time to do all this. Well, of course they don't. If managers are doing all the work for place-based assistance programs, that is a very clear sign they don't understand what it is. Motivate RESIDENTS to help out. After all, you are feeding resident interests, right? and if you are doing that, then they'll be willing to make things happen, won't they? If you run a decent program, your tenants may decide to help your marketing, too- by sharing their excitement with their friends. Synergistic efforts are exciting, and fun. "Win-win" solutions, where everyone benefits, are a lot of fun, they're like passing out free money, the only problem is getting over the suspicion of people not yet used to it. After that, who would object to a solution where everybody wins? If you only feed interest, and find win-win solutions, you will be playing a game more fun than anything you did as a child, and you will go far.

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PLACE BASED ASSISTANCE CASE STUDY: CREATING A COMPUTER CENTER ON A SHOESTRING

Frost Homestead Apts NN Computer Center
New Samaritan Family Housing
managed by Community Housing Management/60 HUD complexes in CT
Waterbury, CT opened November, 1997
Ed Hayden

SURVEY TO DETERMINE INTEREST

They started with the Neighborhood Network Computer Center survey, modified to local conditions. Basically, they wanted to see whether the residents were interested. They got an overwhelmingly positive response. Ed says you MUST understand resident needs, wishes, wants, for this kind of effort. This center was tenant-driven, with a tenant board. After the survey, they did some focus groups, on what the residents wanted to do with computers, how would they use them, and why they thought computers were important.
Residents felt it was absolutely essential to expose their kids to computers, they couldn't afford to get computers themselves, and the schools weren't doing it. 40% of adult residents have less than a High School education, i.e. don't have a diploma. Three are working on their GED's. They didn't want their kids to struggle as they did. They don't know a lot about computers, but felt it was essential for their children. Generally, people are willing to do a lot more for their kids than for each other.

ASKED FOR WHAT THEY WANTED

Then they went out and asked for funds locally. They got a $5,000 grant from the Waterbury Foundation, for operating expenses, like telephone, and software. No funds were allowed to be used for capitalized items like computers in this grant, although the Waterbury Foundation has changed this policy due to the success of this effort.

They then went to corporations for small donations. They got a total of $3,500 from local technology oriented/socially conscious companies. These included Timex Corporation, General Datacom, which also gave modems, and Duracell. IBM donated one new computer, and WebsterBank's VP of Marketing donated 4 486's. Ed said they did a LOT of outreach, selling the program. The business people they spoke with really liked the idea of doing the center on a shoestring, by recycling equipment and using volunteers. They contacted Gifts in Kind, and got 5 donated 386's.

They contacted 3 smaller computer stores. They got donated technical services: RAM was upgraded from 8 Mb to 16, and the Hard Drives were replaced with 2.1 Gig drives, where necessary, using the corporate donations for the equipment. The labor costs were donated. They also got full multimedia, with speakers, and CD-ROM drives, at a cost of $300 unit for equipment only. HUD staff donated 2 surplus federal dot-matrix printers, which is allowed by the Stevenson-Wydler Technology Act of 1980.

They went to HUD for a $5 PUPM rent increase. This is an uninsured 236, with no Section 8. They had no trouble getting it, given that residents overwhelmingly supported doing this in the NN Survey. The Survey Question was "would you support a computer center on-site financially, through a rent increase?" This rent increase got them $3100. Total funding so far: $5,000, $3,500, $3,100.

Uniroyal and Timex donated volunteers. They went to the new Volunteer Action Center in Waterbury, and got 13 volunteers. 2 of the volunteers are residents. Volunteers are

totally proficient, some have teaching experience at the corporate level, others love kids, and work with kids.

GOT CLEAR PICTURE OF WHAT THEY WANTED, AND FILLED IN THE BLANK SPOTS

The center took 6 months to develop. It now has a total of 11 computers. They are running special classes for the elderly. Their calendar is filled. Kids can't wait to get in, and even encroach on other people's time.

Ed says the most critical element is volunteers who really know their subject, and who get along with people. IBM just bought a software company that does childhood development, and is considering supplying laptops to residents for program development research. Ed says you must give the volunteers something in return for their time. They solicit suggestions from volunteers, have monthly meetings. Camaradarie is important, they keep them enthusiastic. Volunteers need recognition and satisfaction. Volunteers are now identifying new sources of donations in kind, including scrap Pentium motherboards from places that upgrade, to help upgrade equipment.

The center was put into a Community Room space, which had been used 12 times in 4 years for parties previously. Ed says it looks like a $40,000 job, like a condo clubhouse, with nice carpet, windowshades, and wallpaper, however everything you see was donated in kind. The money was all spent on invisible stuff.

They use standard office software, and educational, age-appropriate software for kids. They do have a paid coordinator 19 hours/week to schedule volunteers, classes, &c. She calls to confirm classes with students, to keep classes full for volunteers. That coordinator also has a part time job in a related nearby elderly housing facility, and works with a senior center.

They charge 50c/head/session for visitors, which goes into capital equipment replacement reserve. They would charge higher fees for outside groups.

One volunteer works for Silicone Valley, which manufactures machinery that makes chips for Intel & Cyrix. He is an extremely useful techie volunteer. He is an engineer with long hair and a ponytail who is very good with the equipment. They are applying to the Waterbury Foundation now for a 56K modem, and upgrades to Pentium chips.

PLACE BASED ASSISTANCE CASE STUDY: IMMANUEL HOUSE
15 Woodland St., Hartford, CT 06105

Immanuel House is a 200 unit Section 236 elderly complex in Hartford, CT. It does a lot of "networking" and partnerships to provide service, and must, to keep rents low. Perhaps the best measure of its success is one resident, in her 90's, who on transfer to a nursing home, said "in all my life I have never lived as well as I have at Immanuel House".

This nonprofit is getting Pentium II's, 233 MHz, at under wholesale, with one year on site parts and repair, with 4 hour turnaround or loaners, and setup and delivery, at no extra charge. The coordinator said the secret is copying her 3 year old, getting into the whining mode, and then asking many people for what she wanted. She talked with a phone service provider about becoming a T-1 test site, [which means INSTANT Internet access]- and got it. Their computer classes are always filled.

Sponsor philosophy:

1. Offer low and moderate income persons a decent, safe, and sanitary place to live at reasonable cost, with resources so they can enrich their lives. Help people find the best way to deal with aging, for them. Locate services that people need, make them accessible and usable. They want to offer their residents the dignity of options and choices, and support and education in how to use the services available. They want residents self-reliant, living full and rich lives, even as they age.

2. They **ASK** FOR WHAT THEY WANT from agencies, and say "you might be surprised by the answer you get to a clear, focused request.." "When you seek the very best, don't be surprised when you get it."
3. They are committed to low and moderate income housing, and to providing access to needed services. They set ambitious goals,
keep them in mind, and as they become aware of resources, fit them into their strategic plan. Setting goals forces increased awareness. They feel that almost anything can be a resource to a sufficiently focused manager.

METHOD
They look at the "whole person". Needs include Maslow's hierarchy of food, and shelter, and after that intellectual challenge and recreation. They want to offer a fullness in life, to feed spiritual and artistic interests. "Aging in place" need not be a slippery slope, in their opinion. They use Services Coordinators as services brokers and service quality monitors, to keep people out of nursing homes, which cost several times the government outlay of assisted housing. They have a roundtable of providers, and both track quality and help avoid duplication of services.

They see their model as the "small town" where everyone used to look after each other, but absolutely not as "Big Brother" or "Big Sister".

They see themselves as part of a "collaborative network", beyond merely the bottom line, which involves the neighborhood, HUD, the sponsor, management, neighborhood children, vendors, and all stakeholders. They see themselves as "here to serve". They build "win-win" partnerships to provide, on a shoestring, as many of the services a Continuing Care Retirement Community would provide, at much less cost. They want to marshall people and community resources to collaborate in innovative ways. They see everyone and every organization as a potential partner. They want Immanuel House integrated into the community as a contributing member.

PARTNERSHIPS

For example, the non-profit Hartford Hospital has a mission of community service. Management worked with Hartford Hospital to identify interests that both can satisfy better than either alone. IH noted that HH perhaps could use a small training site for its food service workers, on a part time basis, and that IH could offer such a site. HH's response was "no-one's ever asked us that". It ended up with HH food service staff serving meals to residents, at no cost to the property.

"Win-win partnershipping" involves trading resources. IH has space, other organizations offer services. The St. Francis Geriatric Medical Center, and University of Connecticut/Mt. Sinai hospital have an interest in wellness, in assuring that people age with dignity. They need to go where people are. The project offers a critical mass of the elderly, and space, and organizations get to offer services efficiently, on-site, as "place-based" assistance: so they jointly run the on-site Geriatric Medical Clinic. Also, during the hours they're present, they are available for emergency medical response. Catholic Family Services provides social work services. Hebrew Home and Hospital operates the Adult Day Care Center on the premises, which also serves area clients, and pays rent. The Immanuel Church Foundation for the Elderly, Inc., provides trips and other programs for entertainment, personal enrichment, and education, from funding sources other than HUD. Basically, the project identifies ways for it and its "partners" to jointly serve residents in a common mission.

The Immanuel Church Foundation hangs artwork in the halls in honor of volunteers and others who've made a significant contribution. This has the additional benefit of helping the site ambience.

Residents operate a 500 item small grocery store on-site. It started out as a cigar stand, and simply branched out. There is exercise equipment on site. Each staff person, by choice, makes after hours contributions. A bookkeeper helps with determining appropriate exercise for residents. The Occupancy Specialist keeps up with magazine subscriptions. Staff helps with flower arrangements at times.

The manager notes that he almost has to order staff to go home, as they invest at times almost too much of their own time, including a Computer Center created by networking resources.

RESIDENTS

They have quarterly community house meetings, not really the traditional resident council. They build their agenda based on resident interest, seeking out their issues. They work them into their budgets, with the idea that $10 spent now can save hundreds of dollars in the future.

The 1987 HURRA rent rebate gave out $44,000 to residents. $14,000 of this was voluntarily, with absolutely no coercion, given back to the site, by residents. Residents asked, "What can I do so people coming after me will benefit? How can I help others have the life I did, here?" One resident endorsed a $1,200 check over on the spot.

Residents are encouraged to get involved in the other local microcommunities, to "give back" according to their interests.

SERVICES/PROGRAMS

The following services and programs are offered.

Computer Center, community kitchen/dining room, lounge, full service **library**, laundromat, **beauty/barber shop**, game room, sewing center, exercise area, program center and storage spaces. There is also a small **grocery store**, a **geriatric medical clinic**, greenhouse, an **adult day care center**, **wellness sessions**, a social services office with elderly services information and referral. Also offered are a dining room **noon meal**, a monthly dinner, housekeeping, movies, art gallery visits, banking and day trips, dial-a-ride via Connecticut Transit, educational seminars, sewing help, copy service, concert series, garden club, newsletter, satellite TV, roof deck for sunning, prescription delivery, exercise instruction, **mobile post office visits**, visiting nurse and home care, hospice care, crafts, bingo, and music. [**Highlighted** items available to "neighborhood" seniors also, which helps the site fit into the community and with networking.]

In creating a vibrant, creative living environment, the staff has seen many elderly residents grow stronger physically and take an interest in the community. One even successfully ran for Hartford City Council.

MAXIMS

Life is more than just an apartment.
Quality doesn't have to be expensive.
Elderly persons don't have to be wealthy to live comfortably.
Aging is about living life to your fullest within your capabilities.

"There is a destiny that makes us all related. None goes their way alone; All that we send into the lives of others comes back onto our own." - Edwin Markham

CASE STUDY: TOWER ONE/TOWER EAST 18 Tower Lane
New Haven, Connecticut 06519

Tower One has 217 apartments in a 20 story high-rise building that is located on the perimeter of both the Yale Medical School and Hospital. Tower One was built under the "old" HUD Section 202 program, in 1971, with 150 apartments. Tower East was developed under the HUD 202/Section 8 Program, in 1982, and is adjacent to and connected with Tower One. With 367 apartments, Tower One and Tower East provide quality, affordable rental housing with a wide range of supportive services in a safe and secure urban environment.

Tower One serves dinner Monday through Friday and a mid-day lunch is served on Sunday. Round-the-clock security and routine maintenance are also provided for all residents in both Tower One and Tower East, as is use of the lounges, libraries and other common areas. Tower One and Tower East residents lead active and productive lives by participating in a wide variety of programs and activities. A dynamic Residents Association provides residents with a forum to be further involved in Towers Life.

Staff note that many programs start with serendipity. For example, a Boy Scout doing an Eagle Scout community service program offered to prepare a "Vial of Life" database, to keep track of emergency information. That database is now maintained by staff.

PROGRAMS:

. **Anxiety Groups** - Two support groups meet weekly for residents suffering from symptoms of anxiety to learn how to better
cope. The groups are facilitated by the service coordinators with assistance from Jewish Family Service clinical social workers.

. **Assisted Living Services** - Tower One/Tower East has been designated a Managed Residential Community, (MRC), by the State of Connecticut. Through an agreement with Utopia Assisted Living Services, State of Connecticut licensed assisted living services are provided to Tower One/Tower East residents.

× **Bank Branch** - New Haven Savings Bank operates a full-service bank branch which is opened two mornings each week.

× **Coffee Shop** - Managed by the Residents Association, and staffed by resident volunteers, the Coffee Shop is opened for breakfast, lunch and evening snack.

× **Computer Center** - A SeniorNet Computer Learning Center began conducting classes in January 1997. Seniors learn basic computer skills, and how to "surf" the internet. This is a collaborative effort between Southern New England Telephone (SNET), The Hospital of St. Raphael, SAGE Services of Connecticut, Tower One/Tower East, IBM and HUD. Total cost to the property was $2,000 for walls and electrical outlets, everything else was donated, including IBM brand Pentiums, and all instruction.

× **Convenience Store** - The TO/TE Convenience Store is opened 4 hours every day to

provide a wide variety of dairy, produce and grocery products. TO/TE Convenience Store is leased and operated by Century Food Services.

× **Dairy Delivery** - The Marcus Dairy will deliver milk and other dairy products.

× **Dental Hygiene** - Dental Hygiene student interns from the University of New Haven Dental Hygiene Program, working under supervision, provide dental cleanings, exams and referrals to dental specialists.

. **Floor Talks/Safety Inspections** - Each week the service coordinator, health counselor and maintenance supervisor meet
with the residents on one floor to discuss safety and emergency procedures, update the Vial-of-Life information and emergency contacts, test smoke detectors and emergency pull-cords, and conduct a general inspection of each apartment on that floor. Visits are repeated every 32 to 35 weeks.

. **Meal Service Program** - Tower One residents are served dinner Monday through Friday and lunch on Sunday. Meals are delivered to residents who are ill and unable to come to the dining room. Tower East residents may purchase meals on a limited, space available, basis. Food Service is provided through a contractual agreement with Century Food Services.

× **Hairdresser and Manicure** - Residents, (men and women), can make appointments to have their hair cut, washed, set, etc., and for manicures in their apartments. Another hairdresser provides transportation to her salon. These services are low-cost and affordable to residents.

× **Health Counselor** - The health counselor, a nurse, is on duty Monday through Friday from 8 a.m. to 4 p.m. The health counselor responds to residents' emergencies, keeps track of residents' status when they are in the hospital or rehabilitation center, follows up on residents when they return from the hospital or rehabilitation center, can make routine health checks, (blood pressure, weight, nutrition, etc.), communicates with and oversees the Resident Emergency Monitor, and maintains emergency and other health related information about residents. The health counselor acts as liaison to the food service especially regarding home-bound residents.

. **Home Health Care** - Special Attention Home Health Services maintains an office in Tower One through a leasing agreement. Services provided include skilled nursing, home health aide, physical therapy, occupational therapy, speech therapy, and social work. Special Attention nursing staff case conference with Towers staff on a bimonthly basis. Services are primarily paid for through Medicare and Medicaid. Preferred provider rates are offered for residents paying on a fee-foreservice basis.

. **Household Helpers** - The service coordinator maintains a file of household helpers to provide help with cleaning, food preparation, companionship and general assistance to residents. Applicants are interviewed by the service coordinator, their references are checked and they are screened through the New Haven Department of Police Services. Residents or their family members are responsible for fees.

× **"I'm OK" Daily Safety Check** - Between 8 a.m. and 9 a.m.
every morning residents place an "I'm OK,, sign on their outside doorknob. Resident monitors check each door and report to the security station. Staff follows-up if a resident's "OK" sign is not out.

× **Meals on Wheels** - Resident and other volunteers home deliver meals to Tower East residents who cannot get to the coffee shop for any meal, and to Tower One residents who require a lunch-time meal.

× **Primary Health Care** - In addition to primary care and social work, the Hospital of St. Raphael ElderCare Program provides podiatry, optometry and audiology in their Tower One office. Medicare and Medicaid pay for all services.

. **Religious Services**- Tower One/Tower East Synagogue is a
resident operated program. Residents conduct Friday evening services. Saturday morning and holy day services are conducted by aRabbi. The Rabbi's salary is paid for through funding by the Jewish Federation of Greater New Haven and resident donations. A Catholic Mass is celebrated every week. The local Catholic Church provides the priest's services.

× **Resident Emergency Monitors** - Are on-site from 5 p.m. to 8 a.m. weekdays, and round-the-clock on weekends and holidays. The Resident Emergency Monitor responds to resident emergencies, problems, and checks up on residents who have recently been hospitalized or have returned to home from a rehabilitation center. The Resident Emergency Monitor program is funded through a Title IIIB Older American's Act grant and charitable contributions.

× **Security Services** - Round-the-clock security guards are located at the security station which is at the main entrance.
Between 4 p.m. and midnight a second guard patrols the buildings and grounds. State-of-the-art video cameras and monitors are focused on all entrances and provide complete coverage of the grounds.

× **Service Coordinator** - The service coordinator is a social worker who is responsible for assuring that residents are linked to the supportive services they need. The service coordinator assesses each resident's need for services, links him or her to appropriate community resources, monitors the effectiveness of these resources and identifies payment sources as required. The service coordinator also works closely with resident's families, other staff and service providers.

× **SHARE Food Program** - Tower One/Tower East is a SHARE Food Program site. SHARE is an international food recovery and distribution program. Residents and staff participating in the SHARE program are required to pay $15. for each food package and perform at least 2 hours of volunteer work each month. Food packages have a value of $30. or more. The service coordinator manages this program, and facilitates volunteer work for residents. For example, a home-bound resident can who is mentally alert can be a linked to a resident who requires daily

reminders as a volunteer phone buddy.

× **Soul Stretching** - Soul Stretching is a weekly program to help residents deal with grief and loses associated with illness and death. Soul Stretching is facilitated by the Jewish Chaplain from Yale-New Haven Hospital. He provides a link for Towers residents to residents who are in the hospital, nursing homes or hospice. Residents knowthat they will be remembered while they are in the hospital, at a rehabilitation center, or when they die.

× **Transportation** - Medivan transportation is arranged by the service coordinator for senior or disabled residents to take residents to doctors, dentists, pharmacies and hospitals. Low cost handicapped transportation is arranged by the service coordinator for residents unable to use the street buses. Bus transportation to area supermarkets is provided 4 times each week. This service is paid for by the supermarkets.

ACTIVITIES:

× **Belly Dancing** - Modified belly dancing and chair aerobics class meets weekly.

× **Boutique and Coffee Shop** - Provide volunteer opportunities to keep residents active and involved, and provide a source of income for the Resident Association.

× **Bingo** - A bingo game is held each Tuesday afternoon and Saturday evening in the Tower East meeting room. Bingo games are called by resident volunteers.

. **Card Games** - There is usually a card game going on in one of the lobby areas. The service coordinator links residents up with card games.

. **Crafts** - Classes are sponsored by Friends of The Towers.

× **Concerts** - Live concerts are arranged several times during the year. Recorded concerts using records, tapes or discs are furnished and led by interested residents. Local patrons often donate tickets for concerts.

× **Current Events** - Attorney David Schaffer visits once a month to discuss current events with residents.

× **English Classes** (Russian/English) - Classes are offered to Russian/Yiddish speakers who wish to learn English. Classes are held twice a week and are conducted by a volunteer.

× **Discussion Groups** - Every Wednesday afternoon at 2 p.m. residents meet with the executive director or another member of the Towers professional or management team for general discussion.

× **Exercise Class** - We use a large-screen TV and tapes. Classes meet 3 times each week and are suitable for most residents.

× **Library** - A large selection of books are available for residents' use in the Janie C. Holmes Library located in the Tower East lobby. Books are also available in the Tower One lobby. All books are donated.

× **Men's Rap Group** - Twice a month a men's only group meets to discuss a variety of topics that have to do with problems or events that concern men. The service coordinator facilitates the group.

× **Movies** - Movies are shown on the large screen TV in the Tower East meeting room on Tuesday and Sunday evenings. The service coordinator works with a resident committee to choose appropriate films. The movies are closed captioned for the hearing impaired.

× **Newsletter** - The BUZZ is a monthly newsletter prepared by resident volunteers with assistance by the professional staff. It is distributed to all residents and their families. The Residents Association also has a newsletter to keep residents up-to-date on association happenings.

. **The 90 Plus Club** - An opportunity for men and women over 90 years of age to get together on a weekly basis to reminisce, sing old-time songs, tell stories and discuss current events. The 90+ Club is facilitated by the service coordinator and health counselor.

× **Volunteer Opportunities** - Several hundred residents do volunteer work at Tower One/Tower East every week. Opportunities include: "I'm OK" floor monitors; coffee shop cashiers, waitstaff and cooks; newsletter writers, editors, collators; bulk mailing assistance; operating the boutique; etc.

× **Welch School Inter-Generational Program** - Every other week on Wednesday morning children from the Welch Annex School come to TO/TE to interact with the "Grandmas and Grandpas." Activities include games, art and crafts projects, stories, reading and refreshments. The service coordinators facilitate this program.

× **Yiddish Club** - An informal get-together every Wednesday afternoon. Stories, readings, jokes and such are told using Yiddish and English.

AFFILIATED ORGANIZATIONS:

× **Tower One/Tower East Residents Association** - Organized as a tenant's association the Tower One/Tower East Residents Association provides a forum for residents to become involved with governance, volunteer work and activities. The Association has a Board of Directors and holds regular monthly as well as special meeting.

× **Friends of the Towers** - An organization of family members, residents and friends of Tower One/Tower East. Friend's purpose is to enhance the quality of life for residents. Friends have provided cultural activities, concerts, theater productions and art classes.

. **Tower One/Tower East Synagogue** - A resident Board of Directors oversees the operation of a Jewish Synagogue. Membership fees help to pay for the services of a Rabbi.

Tower One/Tower East constantly strives to meet the ever changing needs of current residents while keeping an eye on what the future will hold. In addition to the bank branch, the SeniorNet Computer Learning Center, and the formalized on-site assisted living services agency, they are planning to develop a "Sundown Program."" Tentatively named "Kibbitz Korner", this program would provide a soothing and caring place for people having various forms of dementias and memory deficits to meet during the late afternoon and early evening. The program would include dinner in an atmosphere that is quieter than the dining room. The primary goal of the program will be to reduce anxiety and lessen behavioral outbursts enabling these residents to live more dignified and comfortable lives.

The Computer Center was created through networking. The only cost to the site for a modern computer center was $2,000 for walls and electrical outlets; everything else, including 8 state of the art Pentiums, and instructor time, was or is donated. SNET, IBM, Tower One/Tower East, Sage Services and the Hospital of St. Raphael co-sponsored the SeniorNet Learning Center for the Greater New Haven area. SNET donated the initial funding for the project, and IBM and the Hospital of St. Raphael donated state of the art computer equipment. Sage Services provided public relations assistance and project volunteers.

SeniorNet is a San Francisco based non profit organization creating a national community of computer-using seniors. SeniorNet computer users can interact "on-line" with thousands of other seniors across Connecticut and the country who share similar interests, concerns,
and hobbies. Seniors learn how to "surf the net", word process, use databases for organizing information such as volunteer activities, recipes, or stamp collections, spreadsheets for
financial management, and telecommunications for linking up with
other computer users. SNET has sponsored three other SeniorNet Learning Centers- in Groton, Norwalk, and Manchester, CT. It partnered with IBM on its first sponsorship in Connecticut. IBM has sponsored 25 centers nationally over the past 4 years.

SUCCESS STORY: Fellowship Housing Computer Center
441 Elm Street, New Haven, CT 06511

They started in 1983, with 1 Apple computer for office use. Their clients took immediate interest. [Clients consist of psychiatric/substance abuse, & mentally ill, mainly.]
In 1986, they created a storefront Computer Learning Center. In 1987, they were selected as an exemplary program by the Rehabilitation Network of New England [one of 5 national networks. 617 470 1080, interested in supported living, school to living, &c]
They went to IBM. All 15 computers they have are state of the art, some were purchased, some donated. They have one Internet computer, and printers, scanners, and color printers. They are open 9-5 M-F, with scheduled classes, data entry, wordprocessing, intro to computers, &c. Most of it is individualized. Computers have tutorials.

They get funding from the Dept of Mental Health and Addiction Services- for one full time program manager, and a modest supplies budget. They get equipment from small grants, gifts, and contributions. They are located in a converted supermarket; the other half is a convenience store. They have a work training program. They help clients get full computer literacy for employment. They have 3 clients w/autism who love computers. Clients do typing, journals, and do all administrative work: flyers, mailing lists, so they can get experience.

There is no wait list to get in, so that helps. Clients on a rehab treadmill, waiting to go into a program, can get in right away. They can sort out the insincere. Many homeless use the computers, also older people.

They also have a Supportive housing grant from HUD. They do socialization and parts of the vocational aspects of training. 7 other agencies do housing and other support services. They have a morning engagement program: their vans go to shelters, to get people who are diagnosed as clients, and they have special space for that morning program.

NEIGHBORHOOD NETWORK by F. Denise Holmes

We approved a business plan for our first Neighborhood Network Center, Florin Meadows I & II, and it is fully operational here in Sacramento, CA. This complex is in the south area of the city, where the surrounding incorparated city has inner-city crime, violence, and strong gang affiliations. Yet, people have beaten a path to the door, the management company and owner have worked hard to turn this complex around.

The complex is 25% Black, 25% Hispanic, 25% Russian, 10% Asian and
15% Other. The community houses 244 units with a total of about 1,200 residents including over 500 children. Our partnership forged with community people, the management agent and residents to form a Network center that has "One-Stop" capabilities. Included are:

- A full Headstart Program

- S.O.A.R. (a non-profit training and placement agency for adults)
- Visions Unlimited (a service provider which has full sports/recreation, Youth Employment/Lifeskills, Counseling and family support services)
- Elderly Nutrition Program
- Computer Training and clases (English as a second language, GEDs, Resume writing, business, computer literacy, lab access)
- Resident Service Coordinators
- Jiffy Lube Job Program (two residents have been place on jobs at Jiffy Lube)

SERVICES COORDINATION STORY

The following story was paraphrased from a *New York Times* article by Christina Cheakalos, published at different times in various newspapers in New England in 1994. It very concisely describes the economic effect of good services coordination, and place based assistance.

[Headlined]
Landlord's success comes from treating tenants with respect "Their emotional needs weren't being met"

DORAVILLE, Ga. - John Lantz took over the 103-unit Shallowford Gardens Apartments in 1991. A lot of back rent was owed, as much as $2,000. There were 77 vacancies at the end of 1992. Lantz told tenant Alice Markley, a certified teacher of English as a second language, that he believed people were behind on rent and moving out because their emotional needs weren't being met."

Most tenants were immigrants with little formal education or knowledge of English; half the tenants were Hispanic. After working long hours at factory, restaurant and day labor jobs they had little time for learning. They didn't speak with the owner about problems, lost jobs, late rent, broken faucets, or drug dealers. Lantz asked Markley to teach free four-nights-per week English classes to the residents, in exchange for a reduction in her rent. Markley thought that Lantz "was nuts, or had some ulterior motive."

Lantz offered to build a community center, complete with classroom, if enough people signed up for classes. Markley said "This was not normal. No one who owns buildings in this neighborhood of poor whites and blacks and immigrants cares whether their tenants are happy. They just want their rent on time.

Now, [1994], the building is waiting-list only. Tenants are happier, nobody moves out unless they have to for jobs, and the man is getting his rents on time and we have a beautiful classroom and community center. There have been just 18 vacancies this year. Only two tenants are behind on rent. One-bedroom units are $390 a month and two-bedroom apartments, $430.

Lantz hired graduate student Jeff Jones, who speaks Spanish and attends the same Unitarian church as Lantz to teach tenants life skills and money management for $9 per hour. "I was enthralled by what John was attempting to do and I see my future in community or public service, so I wanted to be a part of it," said Jones. "Some things we've done have been hugely successful. Others have not. In the beginning, it was not a hit. The money management classes didn't work. No one came."

Markley also had trouble attracting students to her English classes. She and Jones figured out why. Tenants had to sign up in the office. Many had more than the allowed number of people living in their apartments; others did not have green cards, and so were nervous.

Lantz said, "I told Alice and Jeff to explain that they no longer had to sign up here. They were scared by any authority figure, much less a middle-aged white male in a suit. So I stopped wearing a suit and stayed out of things. I don't know anything and that's fun."

Markley and Jones cleared that up, and organized a party. People came, ate and left. They kept at it. They knocked on doors, began a monthly newsletter, The Gardens Gazette/La Gaceta, to advise tenants of services like the new lending library, upcoming picnics, a seminar on how to buy a home and other activities and speakers.

Melquiades Munoz, a tenant, formerly of Mexico, who has taken English lessons from Markley, said, "It has changed here so much. It is now filled with children and families and there is a soccer field and a feeling that we all care for each other."

On Lantz's bookcase a sign reads, "Perform random acts of kindness." He has covered the word "random," and replaced it with the word "planned."

A COMMUNITY IS ITS VISION IN ACTION [written by Lionel Rigler & Michael Patterson]

> *The Dream drives the Action.*
> -Thomas Berry

Bernice Johnson, a 75 year old Bronx resident, once told John Kretzmann, when he asked what went wrong in the Bronx, "*We're in a prison, John. We're in a prison of other people's ideas of who we are. Before I say one word, they think they know all about me, because I come from the Bronx.*" Most efforts to address inner city problems have concentrated on weaknesses, the "map" everyone "knows", of unemployment, gangs, crime, welfare, illiteracy, and so on. The most insidious part of this "map" is that people begin to believe it, for **what we concentrate on grows**... Leaders get resources from outside by denying their community's strengths, by emphasizing lack.

Traditional community development looks at problems and needs: crime, gangs, broken families, unemployment, illiteracy, lead poisoning, &c. Solutions generated for this very negative "story" are patchwork solutions and services, encouraging dependency on outsiders. Residents become "special needs" that only outside resources can "fix".

Yet weaknesses are only part of the truth. Kretzmann's book, *Building Communities from the Inside Out*, inspired by Bernice, is a book of success stories by people who looked instead at the **strengths** of troubled communities. Even the most troubled neighborhoods have individuals and organizations with resources that can be used more effectively. The key to healing communities is locating and "mapping" local resources, building relationships and connecting them, and harnessing them to heal the system they form. Then and only then should outside resources be used. Without this internal capacity, outside resources can't be effectively used. It's very much like weaving a basket...

Proactive community leaders mobilize residents and groups to have fun fixing their own problems. These efforts usually start with one or two local assets trying new things. *Building Communities...* tells how to start regenerating the community without outside help, using resources already present. There are 5 steps:

1. Finding and "mapping" individual and group interests, and strengths: skills, gifts, and resources.

2. Matching interests with resources, and building relationships between individuals, citizen's associations, and local institutions, in a "wiring diagram", or "map", showing them connected.

3. Using the "map" to form a mutual interest, "win-win" network for sharing information and economic development.

4. The network forms a community vision and plan.

5. Leveraging activities, investment, and resources from

outside the community to do bigger things locally.

1. Finding and "mapping" Individual Strengths

Every single person in the community has strengths, abilities, and gifts, as well as needs and deficiencies. A community's strength reflects individual strengths.

A. The first step in strengthening communities is finding resident strengths. The usual "needs survey" lists needs, not strengths, treating people as service consumers, not service providers, and is useless for community building. When Kretzmann studied a very depressed neighborhood in Chicago, the fewest number of skills/gifts that anyone had was 30. People have looked at the negative so long they've forgotten the positive! *Building Communities* has a survey to find strengths, in 4 parts:

Individual Skills - skills like construction, food preparation, child care, supervision, and so on.

Community Skills - experience in field trips, block clubs, neighborhood organization, and so on.

Enterprising Skills - interest in starting or running a business.

Followup information - address, and so on.

B. Next is identifying community associations and organizations. Newspapers, directories, talking to people in parks and churches, and surveying local residents and leaders, all work. NEVER do surveys by mailing or dropping them off, you won't get a response. ALWAYS do surveys face-to-face, with the interviewer checking off responses. You will learn what questions you didn't know to ask, and begin the process of community healing just by eliciting information. Impersonal surveys at a distance are part of the problem, not part of the solution.

2. Connecting Individuals, Organizations, and Institutions for Community Building

Key leaders in organizations and institutions like schools, libraries, hospitals, are interviewed, and their strengths and resources "mapped". Their strengths include:

A. Personnel - skills and interests of group members

B. Space and Facilities - meeting rooms, kitchens, parking lots, stages

C. Materials and Equipment - computers, copy machines, tools, vans

D. Economic Power - purchase of supplies, materials, and services

Putting the surveys together results in a "map", or "wiring diagram". It is only a map, not a network, until the relationships between people, local associations and business are formed.

3. Form a mutual interest, "win-win" network for sharing information, and economic development.

One connects strengths and interests in the "map", and the network, the live system, comes to life. *Building Communities* has examples of how community members formed their network to do community building tasks no group could do by itself. Names, addresses, and telephone numbers of organizations are provided, for those seeking further info. Just connecting existing institutions and activities developed new markets and possibilities. Capturing local savings, and expanding the availability of capital and credit for community building, is possible. Neighborhoods in the book were able to do much more with what they had. Kretzmann surveyed 400 community organizations in one neighborhood in Chicago, everything from bowling leagues to church choirs. Over 75% said they would do more in their communities- and that no-one had ever asked them to do that before. That is a tidal wave of human energy, once it's focused.

4. The network forms a community vision and plan.

How does one start? Easy. **Choose a goal, and take action.** Following is one path, for both individuals and organizations. It's easier to help others crystallize the community vision after you've done a personal mission statement. You could think about Vision Statement questions, adapted from *Deming Management at Work*, by Mary Walton.

What is our purpose, and who are our customers?
What do we want to become, and how are we going to get there?
How will we know when we're making progress?
What are our main activities?
Which are most in need of improvement?
How can awards and recognition help us get to our goals?

1. Then **write a Mission Statement for your purpose**, which is very different from defining goals.
2. **Pick some long range goals that feel exciting.**
3. Pick one of those goals that can be **visibly achieved in 1 year**. THIS IS THE MOST IMPORTANT THING YOU CAN DO.
4. Break down the goal into a **timetable and specific tasks**, with tasks assigned to a specific person.
5. Evaluate regularly to see how effective you are.

Great achievements start out as little tasks. Great oaks from little acorns grow. Creating a Community Vision and Plan is important. It is exactly what a business does with its Mission Statement and Business Plan. For example, the Dudley Street Neighborhood Initiative, a community group in Roxbury, MA, got several small but significant victories as they worked to stop illegal trash dumping, and involving young people in community building. This helped them get the power of eminent domain from the city, and with it they

"took over" their neighborhood. The story is told in *Streets of Hope: The Fall and Rise of an Urban Neighborhood*, by Peter Medoff.

5. Leveraging Outside Resources to Support Locally Driven Development

When community strengths are identified, coordinated, and mobilized, inside a common vision, the community has the capacity to handle leveraged resources from outside. Community leaders can approach outsiders as partners or investors in the community to promote their community agenda.[1] One must START WITH SURVEYING INTEREST.

A COMMUNITY IS ITS COMMUNICATION AND NETWORKING

The hive is for bees what community is for humans. Win-win networking is the only way to heal a community system. A system is a group of related parts. A relationship is only as good as the communication, so anything you do to improve communication improves the system. Focus and alignment on a purpose results in extra energy, ecstasy for individuals, and synergy for groups.

A. FEEDING INTERESTS

The heart of community building is **feeding interests**, or "bridging" interest and resources. This is a great area to see possibilities where no-one else does. There is an old tale of someone who visited hell. He found that people had 6' long spoons, couldn't eat with them, and so fought with them. He went to heaven- where they had the same spoons, and were feeding each other. Which kind of community do you want to live in? Healing it starts with feeding others' interests, at a pace they can handle.

> *I found out a co-worker's high school age son was interested in electronics and robotics. I bought every used textbook and book on those I could find, cheaply, which was a lot of fun for me, since I love finding good books. His mother reimbursed me for cost, so it didn't even cost me anything. He ended up with a wall of books, which he mentioned in his college applications as his "technical library". His grades and SAT's were average, but his mother told me his "technical library", and his writeup on the electronics projects I commissioned from him, got him accepted at all 7 engineering colleges he applied to. I never expected anything like that to happen. Isn't it interesting that I could have fun doing something I enjoyed, and make a big difference in someone else's life without even realizing it?*

One neighborhood in *Building Communities* went on a "Community Treasure Hunt", asking people what they loved doing, what they wanted to contribute to the community. They were amazed and astonished at the resources they found, and learned that there were far more positives than they ever thought possible. It was fun, too. The neighborhood started by asking 2 questions- who are the strangers in our neighborhood? and how do we reconnect them? Communities have incredible resources and gifts, once one starts looking for them. Institutions are good at diagnosing faults - substance abuse, criminal behavior, being too old or too young. Only a community can identify and reinforce strengths. The networking metaphor is nicely shown in the following story:

> *A hungry traveller arrived in the village. No-one would feed him, as he had no money. The traveller cheerfully offered to make Stone Soup, and share it with everyone in the village. He had a magic stone, that when boiled in water, made a delicious soup by itself. He described Stone Soup in such mouth-watering terms someone loaned him a kettle. He built a fire under it, and began simmering. People were curious, and came around to see what was going on.*

As he cooked, he tasted the soup, and commented that a bit of salt, or a carrot, would help the flavor. People ran off to get salt, and carrots, and even started bringing other things. Soon, everyone had contributed something to the soup. The soup began smelling very good. "Bring your bowls", said the traveller, "the Stone Soup is ready". The whole village dined well, and everyone agreed it was the best Stone Soup they'd ever tasted. When everyone had eaten their fill, the traveller reached into the pot, pulled out his magic stone, cleaned it, and put it back in his pocket.

Notice the point: each person had something small they could give, and made something more than the mere sum of what each person gave.

Sometimes other cultures offer useful ideas. The Cherokee ran self-sufficient "Peace Villages" in areas they controlled until the 1830's. These villages seemed to have also been a kind of college town, homeless shelter, and "skunkworks" to exchange creative ideas. Also, any person accused of a crime could seek refuge in one. After a year and a day, they were free to go- from these very spiritual communities, which had healed whatever had caused these people to commit crimes. The tradition was strong; Europeans accused of crimes and escaped slaves were allowed refuge. Since refuge cities were self-supporting, they were of course much cheaper to run than prisons, [free vs. $40,000/year/inmate, in Connecticut] and their graduates fit better into society. The Hawaiians, and Chinese during the Ming and Sung dynasties, had an equivalent concept of a City of Refuge, and the Bible mentions 6 refuge cities, 3 on either side of the Jordan River. We will have a healthy society when Peace Village-like communities are so common that the average person doesn't give them a second thought.[2] How could you have fun taking small steps to help create a better community where you live? Virginia Satir's story in *Chicken Soup for the Soul*, "Everybody has a dream", might help.

It is more noble to give yourself completely to one individual than to labor diligently for the salvation of the masses.
-Dag Hammarskjold, former Secretary of the United Nations

Communities are a rich tapestry of individual actions. One personal note of appreciation is worth a ton of junk mail - the personal connection, which you have, is worth more than credentials, in your community. Also, people tend to follow the current. Each action you take is a model for others to follow. If you've ever been in some Canadian cities, you know you just somehow can't litter, because the streets are so clean. If you start doing really neat things, other people may get the idea also.

B. SOME NETWORKING TIPS

* Networking means helping people - being an unpaid consultant.
* Every person you meet has useful data - if you listen.
* Networking means giving without expecting return - no score is kept.
* ALWAYS show appreciation and gratitude. ALWAYS.
* Networking demands trustworthiness.
* Networking means feeding interest.
* Networking means thinking "win-win", seeking ways to benefit as many people as possible.

Networking maxim:
The only way to get more than you give is to give more than you get.

1. Try to be aware of all persons in any agency and organization who are interested in community building, as they can provide invaluable information. They show up in the most unexpected jobs, we can't hope to provide a chart. Each city is unique. Never assume people in one section of an agency or organization pass information to other sections, or to other agencies. Networking is a 2 way street, if you know of a resource they might find useful, share it with them if you can. Your knowledge and experience are valuable, too. One of the people who wrote this manual gets 99% of his useful information from unofficial channels like this.

Service agencies, like Connecticut's Department of Social Services, State housing agencies, like Connecticut's CT Housing Finance Authority, community-based service organizations like Homeless shelters, and almost any other organization involved in the community, including even some corporations, and public libraries, usually have at least one person on staff with an interest in community building. Agencies are not faceless monoliths, they are made up of people with different interests. The person interested in community building is the person to talk to, they know how to find some of the resources you're interested in, especially local resources and contacts. They may be in a department that does nothing with community building; remember that burning interest counts for much more than job title. One way to locate these people is to ask the person at the head of the organization who the most enthusiastic volunteer is. Another way is to ask who keeps the mailing lists, who maintains information files to respond to client interests, who the person who enthusiastically cooperates with outside agencies is.

2. ALWAYS send a thank you note, even if just a postcard or e-mail, to any person who helps you with more than the bare minimum of effort. They have to justify how they spend their time, and often must choose who to help. Maintaining useful information in this area is usually unrewarded, the people who do it do it out of their hearts, at a cost to themselves. Help them help you make your job easier.

3. Newspapers have community affairs editors. Some of the articles they produce give an incredible amount of information on local community building efforts. Perhaps you could talk a community affairs editor into sharing an article file, or run through the computerized listing of articles in your Public Library, as a quick way to get a list of interested people in the area the paper covers. They have other things. The Hartford *Courant*, for example, produces a directory of all minority organizations in Hartford, many of which are involved in community building in some form or another. Perhaps your paper does too. Be sure to ask your United Way helpline for a listing of community building organizations. Even if they don't have it, if you ask, they are more likely to develop a list. That's an important point: even if no-one has what you want, just asking makes it more likely for what you need to be developed.

4. Always be on the lookout for resources looking for a home, that you could "bridge" to a need. For example, Schools of Social Work, Urban Planning, &c. have supplies of graduate students who need projects. Perhaps you'd like to help guide them to help your community building efforts. Any organization doing proactive crime prevention or drug elimination is by definition interested in community building, whether they know it or not, because that is the only way to proactively address those problems. Many other apparently single-task focused organizations are also involved in community building, though they may not know it. Perhaps you could help

them expand their vision.

5. The National Association of Housing and Redevelopment Officials [NAHRO], in Washington, DC, has a list of organizations involved in housing and community development nationwide. Sometimes organizations take on the task of cataloging such organizations statewide for the Community Reinvestment Act. In Connecticut, Tyler, Cooper, and Alcorn, in Hartford, did this task. Contact is Erin Lawton.

5. Figure out who keeps mailing lists of people interested in community building. HUD state offices, Public Housing Authorities, city and state government community development officials, specialized contractors, non-profit grass roots organizations, and industry groups or special interest umbrella groups may have them. See if they'll let you add your material to one of their mailings, if you have something they might like spreading.

6. In larger cities, there is usually a United Way affiliated Information Clearinghouse which keeps lists of service agencies and organizations. This can be a great source of referral information and mailing lists. In Connecticut, this is Infoline; in Western Massachusetts, it is known as First Call.

7. There are a great many potential allies in your community you haven't even thought about yet. Just try not to have too much fun locating them!

C. COALITION BUILDING/NETWORKS/PARTNERSHIPS

We've noticed that a number of tasks in communities are being increasingly done by unofficial, virtual coalitions or partnerships by people who just don't want to wait for somebody else to get their needs handled, and do it themselves. This book is itself a product of collaboration by several people who had no bond other than an interest in producing a good product for clients. The following organizations offer resources in this field. We believe that this sort of group will become increasingly important in the years to come.

ORGANIZATIONS

School & Main
The Health Institute,
New England Medical Center
750 Washington St. NEMCH 328
Boston, MA 02111
617 636 9151

AHEC/Community Partners
24 S. Prospect St.
Amherst, MA 01002
413 253 4283

Study Circles Resource Ctr
POB 203, Rt 169
Pomfret, CT 06258
203 928 2616

American Self-Help Clearinghouse
St. Clares-Riverside Med. Ctr
Denville, NJ 07834
201 625 7101

National Self-Help Clearinghouse
25 @. 43rd St.
NYC 10036

Ctr for Org. and Comty Devel
377 Hills South
Univ. of Mass.
Amherst, MA 01003
413 55 2038

Ctr for Living Democracy
RR 1 Black Fox Rd
Brattleboro, VT 05301
802 254 1234

Living Democracy Learning Center
2400 Olympic Blvd Suite 3300
Walnut Creek, CA 94595
510 945 1882

SURVEY FORMAT SUGGESTIONS

ALWAYS DO SURVEYS IN PERSON, so you can get the information you didn't know you needed, and ALWAYS SET UP SURVEYS BASED ON YOUR INTERESTS. Surveys not done in person are junk mail, and you'll get a junk mail response rate: 2%. If you can't get to people individually, try churches and similar organizations that reach your residents. Remember: LISTEN TO YOUR PEOPLE: THEY KNOW WHAT THEY WANT. This form is ONLY a guide, and MUST be tailored to your situation and interests. This process is described in more detail in the book *Building Communities from the Inside Out*, by John Kretzmann. This form is adapted from one used by a tenant group in Hartford.

INDIVIDUAL SKILLS/GIFTS

FOOD-related: __catering __cooking with(out) recipes __preparing meals/serving/ washing dishes for over 8 people __baking __operating commercial food preparation equipment __bartending__OTHER:_____

OFFICE: __Typing (__WPM) __Calculator/AddingMachine __Taking phone messages __Filing __Writing business letters __Receiving phone orders __Bookkeeping __Operating switchboard __keeping track of supplies __wordprocessing __Shorthand/speedwriting __entering information into computer __OTHER_____

HEALTH Caring for the: __Elderly __Sick __Mentally Ill __ Disabled

If yes, what kind of care did you provide? __Bathing __Feeding __Preparing special diets __Grooming __dressing __Exercising/escorting__Making person feel at ease __OTHER_____

CONSTRUCTION/REPAIR, housing related: __houses __Porches __garages __swimming pools __OTHER CONSTRUCTION:_____ __Painting __Wallpapering __tilework __drywall/taping __cabinetmaking __bricklaying/masonry __furniture making __installing insulation __plastering __soldering/welding __concrete work __tuckpointing __installing floor coverings __heating/cooling installation __carpentry __putting on siding __chimney cleaning __installing windows __roofing __caulking __machine tool use __OTHER_____
__Tearing down buildings __knocking down walls __furniture repair __lock repair __bathroom modernization __building room additions __plumbing repair __electrical repair __kitchen modernization/repair __chimney repair__OTHER_____

MAINTENANCE Washing/cleaning: __windows __floors __carpets __general household waxing: __floors __cars __wood __OTHER_____
fixing: __leaky faucets __clogged drains __OTHER_____
__mowing lawns __garden care __pruning trees/shrubbery __sanding wood __wood refinishing __OTHER_____

APPLIANCE/ EQUIPMENT REPAIR: __radios/TV's/VCR's/Taperecorders __other small appliances __automobiles __trucks/buses __auto/truck bodies __refrigerators __washer/dryers __heating/airconditioning __assembling items __jewelry __watch repair __OTHER_____

SECURITY: __ushering at major events. guarding: __residential property __commercial property __industrial property. __crowd control __installing or repairing alarm/security systems __firefighting __armed guard

SUPERVISION: __writing reports __filling out forms __planning work for other people __directing other people's work __budgeting __recordkeeping __interviewing people __managing property __military NCO/officer __OTHER_____

SALES __operating cash register __selling products wholesale (WHAT KIND OF PRODUCTS?_____ __selling products retail (WHAT KIND OF PRODUCTS? _____) __selling services(WHAT KIND OF SERVICES? _____

_____) HOW DID YOU SELL PRODUCTS OR SERVICES? __store __home __mail __phone __door to door

SPORTS: __baseball __football __basketball __skating __skiing __OTHER_____

DANCE: __folk __Contra __OTHER_____

CLOTH RELATED SKILLS/ GIFTS __upholstering __sewing __dressmaking __crocheting __knitting __needlepoint __tailoring __quilting __felting __OTHER_____

MUSIC __singing __play instruments(WHICHONES?_____

ART-RELATED INTERESTS: **Painting**: __oils __watercolor __computer graphics **Sculpture**: __clay __wood __metal __drawing __collage __papier-mache' __theater/acting OTHER_____

OTHER SKILLS/GIFTS: __moving furniture/equipment __hairdressing/cutting __telephone surveys __assisting in classroom __public speaking __OTHER_____

HOBBIES:

__electronics __model railroading __wargaming/roleplaying games __computer software OTHER_____

plants:

__gardening __herbs __OTHER_____

PLEASE LIST ANY ADDITIONAL SKILLS NOT CHECKED ABOVE:

_____

_____

** PRIORITY SKILLS **

1. **Of your skills, what FOUR things do you do best**?

_____

_____

_____

2. What four skills do you **enjoy doing most**? [If same, __check]

_____

_____

_____

3. Which of your skills are you good enough with that other people would hire you to do them?

_____

_____

_____ who else has similar skills at the site?

4. Which of your skills would you **enjoy teaching** to interested people?

_____
_____
_____

Who else do you know who would enjoy teaching skills?_____

5. What skills would you most like to **learn?**

_____
_____
_____

Who else would like to learn them?

6. Besides offering money, how could someone help your family become more self-sufficient?

_____
_____
_____

COMMUNITY SKILLS

1. Have you ever organized or participated in: __Boy/Girl Scouts __Church fundraisers __Bingo __Parent/Teacher associations __sports teams __camp trips for kids __field trips __political campaigns __block clubs __community groups __rummage/tag sales __church suppers __community gardens __neighborhood organization __card games __OTHER GROUPS/COMMUNITY WORK:_____
PLEASE CIRCLE ANY ACTIVITIES YOU WOULD BE WILLING TO PARTICIPATE IN IN THE FUTURE. Who else do you know who does these activities?_____
_____

2. Please describe your **ideal** form of **community activity**, even if you've never experienced it. Please continue on additional pages if needed.

_____
_____ENTERPRISING INTERESTS/EXPERIENCE

1. Have you ever considered starting a business? __Yes __No
   a. what kind?_____ b. did you plan to start it __**alone**, or __**with other people**?
   c. did you plan to operate it out of your **home**? __yes __no
   d. what businesses or services are needed at this property?
   e. what businesses employ more than one resident?

Who do you know of, that people turn to for help, locally?
Name_____Address_____ ___Phone_____

1. WHAT WOULD **YOU LIKE TO SEE CHANGE** HERE?
LESS:

MORE:

2. Since nothing will change without your participation, **WHAT ARE YOU WILLING TO DO TO MAKE IT HAPPEN?**
[BE BOLD!]

3. If you were to meet with your neighbors to work on improving the quality of life, what would be the best time of the day, and day of the week?

USING THE FORM BELOW, PLEASE DESCRIBE ANYTHING THAT NEEDS FIXING, OR ANY PROBLEM WITH YOUR UNIT. PLEASE ALSO DESCRIBE ANYTHING THAT WORKS REALLY WELL.

UNA COMUNIDAD ES SU VISIÓN EN LA ACCIÓN

El Sueño dirige la Acción. -Padre Thomas Berry

Bernice Johnson, un residente de 75 años de edad del Bronx en la ciudad Nueva York, una vez contado John Kretzmann, "*Nosotros estamos en una prisión, John. Nosotros estamos en una prisión de ideas de otra gente de quien nosotros somos. Antes de Yo decir una palabra, ellos piensan que ellos saben todo sobre mí, porque Yo vivo en el Bronx.*" La mayoría de los

esfuerzos para dirigir problemas urbanos interiores se han concentrado en las debilidades, la "Visión" que todos tienen acerca del desempleo, gangas, el crimen, dependencia en el bienestar y los servicios sociales, analfabetismo, &c. La parte más insidiosa de esta "Visión" es que la gente comienza a creerlo, para la cosa que nosotros concentramos atención crece... Los líderes consiguen recursos de afuera por negar las fuerzas de su comunidad, y enfatizando la falta de esta con esa visión.

El desarrollo comunitario tradicional mira problemas y necesidades: como el crimen, las gangas, familias separadas, desempleo, analfabetismo, el envenenamiento avanzado, &c. Las soluciones generadas para este "cuento" muy negativo son soluciones y servicios fragmantados, alentando la dependencia sobre extraños a la comunidad. Los residentes llegan a ser "necesidades especiales" que únicamente los recursos de afuera pueden "corregir".

Las debilidades son solamente parte [y sin importancia] de la verdad. El libro de Kretzmann, *"Building Communities from the Inside Out"*, [El Desarrollo de las Comunidades de adentro hacia fuera], inspiradas por Bernice, es un libro de cuentos exitosos para la gente quien miró en vez de las fuerzas de comunidades problemáticas. Aún las comunidades más problemáticas tienen individuos y organizaciones con recursos que pueden usarse más efectivamente. La llave para sanar las comunidades únicas es localizando los recursos locales, desarrollando las relaciones y uniéndolas, y aprovechar para sanar el sistema que ellos forman. Entonces deben dejar afuera los recursos a usarse. Sin esta capacidad interna, los recursos de afuera no pueden usarse efectivamente. Es como tejer un cesto, metafóricamente...

Los líderes comunitarios proactivos movilizan residentes y grupos para tener la diversión corrigiendo sus problemas propios. Estos esfuerzos comúnmente comienzan con uno o dos personas u organizaciones tratando nuevas cosas. El libro "*Dessarrollo de los Comunidades...*" de Kretzmann dice como comenzar regenerando la comunidad sin la ayuda de afuera, usando recursos ya presentes. Hay 5 pasos a seguir:

1. Encontrar y localizar los intereses de individuos y grupos, y las fuerzas: las habilidades, regalos, y recursos.

2. La coordinación de los intereses con recursos, y desarrollo de las relaciones entre individuos, asociaciones ciudadanos, y las instituciones locales, en un "diagrama de cables", o "mapa", mostró que se conectaron.

3. Usar el "mapa" para formar un interés mutuo de cadena de trabajo "ganar-ganar" [ganamos-ganan] para compartir información y desarrollo económico.

4. La cadena de trabajo forma un plano y una visión de comunidad.

5. Tejiendo actividades, inversión, y recursos de afuera la comunidad en lo que usted está haciendo ahora, para hacer cosas más grandes localmente.

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1. Encontrar y trazar Fuerzas Individuales

Cada persona única en la comunidad tiene fuerzas, capacidades, y regalos, así como también necesidades y deficiencias. La fuerza de una comunidad refleja las fuerzas individuales.

A. El primero paso de fortalecimiento de comunidades se encuentra en las fuerzas residentes. Las usuales "Encuesta de necesidades" enumera necesidades, no las fuerzas, tratando gente como servicio de consumidores, no atienden los proveedores, y es inútil para el dessarrollo comunitario. El libro "Building Communities..." de Kretzmann tienen una encuesta para encontrar fuerzas, en 4 partes:

1. Las **Destrezas Individuales**: como construcción, preparación alimento, cuidado de niños, supervisión, &c.

2. Las **Destrezas Comunitarias**: experiencias en excursiones educativas, clubes de bloque, la organización de barrio, &c.

3. Las **Destrezas Empresas**: interesan en comenzar como corren un negocio.

4. **Seguimiento de información**: direcciones, números telefónicos, &c.

b. Próximo identificar asociaciones y organizaciones comunitarios. Los periódicos, los directorios, hablando a la gente los parques e iglesias, y encuestas a líderes y residentes locales, todos trabajan. NUNCA haga encuestas por correspondencia y echarlas en apartados- usted no obtendrá una respuesta. SIEMPRE haga encuestas persona a persona con el entrevistador comprobando respuestas. Usted aprenderá que preguntas que usted no supo preguntar, y comenzó el proceso de sanamiento de la comunidad simplemente obteniendo información. Las encuestas impersonales a distancia son partes del problema, no son partes de la solución.

2. La coordinación de los individuos, organizaciones, e instituciones para dessarrollo de la comunidad

Líderes claves en organizaciones e instituciones como escuelas, bibliotecas, hospitales, son entrevistados, y sus fuerzas y recursos son explorados. Sus fuerzas incluyen:

A. **Personal**: intereses y destrezas de miembros de grupo

B. **Espacio y facilidades**- salón de reuniones, cocinas, estacionamiento, escenarios.

C. **Equipos y Materiales**: computadora, máquinas de copia, herramientas, transportación

D. **Poder Económico**: compra de materiales, servicios, y provisiones

Poniendo las encuestas juntas resulta en un "mapa", o "diagrama de cables". Es únicamente un mapa, no es una cadena de trabajo, hasta que las relaciones entre la gente, asociaciones locales y comercios son formados.

3. Usar el "mapa" para formar un interés mutuo de *cadena de trabajo "ganar-ganar"* [ganamos-ganan] para compartir información y desarrollo económico.

Una vez una las fuerzas e intereses en el "mapa", y la cadena de trabajo, el sistema vivo, viene a la vida. El libro "Building Communities..." de Kretzmann tiene ejemplos de como miembros de comunidad formaron su cadena de trabajo para desarrollo de tareas de comunidades que grupo no puedieron hacerlo por ellos mismos. Nombres, direcciones, y los números telefónicos de organizaciones son provistos, para aquellos que buscan más información. Que solo conectando las instituciones existentes y actividades desarrollaron nuevos mercados y posibilidades. Manteniendo los ahorros locales, y extendiendo la disponibilidad de capital y crédito para el desarrollo de comunidad, es posible. Los vecindarios en el libro pudieron hacer mucho más con lo que ellos tuvieron, que lo que ellos pensaron era posible.

4. La cadena de trabajo forma una visión comunitaria y un plan.

¿ Cómo uno comienza? Fácil. **Escoja una meta, y tome acción.** Siguiendo una trayectoria, para ambos individuos y organizaciones. Es más fácil para ayudar a otros cristalizar la visión de comunidad después que usted haya hecho una declaración de propósito personal [a cerca de su misión en vida]. Usted podría pensar acerca de las preguntas de Declaración de Visión, adaptadas desde el libro "*Deming Management at Work*" [El Método de Gestión de Deming], por Mary Walton.

¿ Qué es nuestro propósito, y quiénes son nuestros "clientes"?
¿ Qué queremos nosotros ser?, y ¿ Cómo vamos a llegar allí?
¿ Cómo sabremos cuando estamos progresando?
¿ Cuáles son nuestras actividades principales?
¿ Cuáles son la mayoría de necesidades de mejoramiento?
¿ Cómo recompensar y reconocer la ayuda que tenemos para nuestras metas?
¿ Cómo podríamos tener diversión haciendólo mejor?

1. Entonces escriba una Declaración de Misión para su propósito, la cual es muy diferente que definir metas.
2. Escoja algunas metas a largo alcance que se han exitosas.
3. Escoja una de esas metas que puede ser visiblamente logradas en 1 año. ESTA ES LA COSA MÁS IMPORTANTE QUE USTED PUEDE HACER.
4. Separe la meta en una tabla de tiempo, con tareas asignadas para una persona específica.
5. Evalúe regularmente para ver cuán efectivo usted es.

Los grandes logros comienzan fuera como pequeñas tareas. Los robles grandes crecen de pequeñas bellotas. Creando un Plano y una Visión Comunitaria es importante. Es exactamente que un comerciante hace con su misión de propósito y plan de negocio. Por ejemplo, un grupo comunitario en ciudad de Roxbury, del estado de Massachusetts, llamado "the Dudley Street Neighborhood Initiative", [La Iniciativa del Vecindario de la Calle Dudley], tuvo varias victorias pequeñas pero significativas como ellos trabajaron para paro y descargo ilegal de basura, envolviendo la gente joven en el desarrollo de la comunidad. Esto le ayudó a ellos a

obtener el poder de eminencia de dominio de la ciudad, y con esto ellos controlaron su vecindario. El cuento es narrado en el libro "*Streets of Hope: The Fall and Rise of an Urban Neighborhood*" [Calles de Esperanza: La Caida y Alza de un Vecindario Urbano], por Peter Medoff.

5. "Tejiendo" Recursos de afuera para Apoyar el desarrollo localmente dirigido

Cuando las fuerzas comunitarias son identificadas, coordinadas, y movilizadas, dentro de una visión común, la comunidad tiene la capacidad para manejar recursos tejidos de afuera. Los líderes de comunidades pueden atraer forasteros como socios o inversionistas en la comunidad para promover su agenda comunitaria.[1] Las Canastas no pueden retener nada hasta que ellas sean tejidas, aún una vez tejidas, ellas son muy fuertes, literalmente y metafóricamente...

UNA COMUNIDAD ES SU COMUNICACIÓN Y SU CADENA DE TRABAJO

La colmena es para las abejas lo que la comunidad es para los humanos. La Cadena de Trabajo "Ganar-Ganar" es la única forma de sanar el sistema comunitario. Un sistema es un grupo de partes relacionadas. Una relación es tan buena como la comunicación, por lo tanto algo que usted hace para mejorar la comunicación mejora el sistema. El foco y sincronización en un propósito resulta en energía adicional, éxtasis para individuos, y la sinergía para grupos.

A. FOMENTAR O "ALIMENTAR" INTERESES

El corazón de desarrollo comunitario es fomentar intereses, o "uniendo" intereses y recursos. Esta es un buen área para ver las posibilidades donde nadie ve. Hay una historia vieja de alguien quien visitó el infierno. El encontró que la gente tenía cucharas de 6 pies de largo, y no podían comer con ellas, y por lo tanto pelearon con ellas. El fue al cielo donde ellos tenían las mismas cucharas, y... se alimentaban uno al otro. ¿ En qué tipo de comunidad desea usted vivir? Sanamiento comienza con fomentar o "alimentar" intereses de otros, a un ritmo que ellos pueden manejarlas.

> *Yo encontré que al hijo de una compañera de trabajo estaba interesado en la electrónica y mecanismo robótico. Yo compré todo libro usado y reservé libros que pude encontrar, barato, los cuales tenian mucha diversión para mí, porque me gusta encontrar buenos libros. Su madre me reemborsó por el costo, por lo tanto no me costó nada. Él terminó con una pared de libros, los cuales él mencionó en la solicitud de colegio como su "biblioteca técnica". Sus notas y grados en examen de admisión a colegio "SAT" eran promedio, pero su madre me contó su "biblioteca técnica", y sus escritos en los proyectos electrónicos que Yo le pagué por hacerlos, lo ayudé a ser aceptado en todos los 7 colegios de ingeniería que él solicitó. Yo nunca esperé que nada como esto sucediera. ¿ No sería interesante que Yo pudiera tener diversión haciendo algo que Yo disfruto, y que haga gran diferencia en la vida de alguien más sin nunca realizarlo?*

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[1] Estas direcciones serán útiles para buscar información de subsidio:
The Foundation Center, 79 Fifth Ave., NYC 10003-3076, 800-424-9836
The Grantsmanship Center, POB 17220, LA, CA 90017-0220, 800-421-9512
Research Grant Guides, Inc., 12798 W. Forest Hill Blvd, Suite 304, W. Palm Beach, FL 33414, Orders:POB 1214,Loxahatchee, FL 33470-1214, fax 407 795 7794

Un vecindario en el libro "*Building Communities...*" [Desarrollo de Comunidades...] fue en "busca de caza de un tesoro comunitario", preguntando a la gente qué ellos les gusta hacer, qué ellos querian contribuir a la comunidad. Ellos estaban sorprendidos y asombrados de los recursos que ellos encontraron. Aprendieron que había más recursos positivos que los que ellos pensaron posibles. Era divertido, también. El vecindario comenzó por preguntar 2 preguntas: ¿ Quiénes son los forasteros en nuestro vecindario? y ¿ Cómo los reconectamos a ellos? Las comunidades tienen regalos y recursos increíbles, una vez uno comienza a buscarlo.

Las instituciones son buenas para diagnosticar abuso fallas como abuso de sustancia, conducta criminal, ser muy viejo o muy joven. Únicamente una comunidad puede identificar y reenforzar sus fuerzas. La metáfora de "Cadena de Trabajo" muestra eso muy bien en el cuento siguiente:

> *Un viajero hambriento llegó a la aldea. Nadie lo pudo alimentar, porque él no tenía dinero. El viajero muy contento ofreció hacer la "Sopa de Piedra", y compartirla con todos en la aldea. El tenía una piedra mágica, que cuando la hirvió en la agua, hizo una sopa deliciosa para él. El describió la "Sopa de Piedra" en tal término la boca agua que alguien prestará a él la sopera. El puso un fuego debajo de ella, y continuó cocinando lentamente. La gente estaba curiosa, y vino alrededor para ver que sucedía.*
>
> *Como él cocinaba, él probaba la sopa, y comentaba que un poco de sal, o zanahoria, podría ayudar al sabor. La gente corrió a conseguir sal, y zanahorias, y también comenzaron a traer otras cosas. Tan pronto, todos habían contribuido en algo para la sopa. La sopa comenzó a oler muy buena. "Traigan sus escudillas", dijo el viajero, "La Sopa de Piedra está lista". Toda la aldea comió bien, y todos acordaron que era la mejor Sopa de Piedra que ellos habían probado. Cuando todos habían comido estaban llenos, el viajero alcanzó la sopera, haló su piedra mágica, y la limpió, y la puso en su bolsillo.*

Algunas veces otras culturas ofrecen ideas útiles. Los indios en America que se llamadan el "Cherokee" tenian auto suficiencia "*Aldeas de la Paz*" en áreas que ellos controlaron hasta el 1830's. Estas aldeas parecieron también ser un tipo de pueblo de colegio, el refugio sin hogar, y sitio creativo para intercambiar ideas creativas. También, cualquier persona acusada de un crimen podría buscar refugio en uno. Después de un año y un día, ellos estaban libres para irse de esas comunidades muy espirituales, las cuales sanaban las causas de estas personas de los crímenes que habían cometido. La tradición era fuerte; Los Europeos acusados de crímenes y los esclavos escapados eran permitidos al refugio. Así las ciudades de refugio eran auto suficiente eran por lo tanto mucho más baratas para correr que las prisiones,[2] y sus "graduandos" se ubicaban mejor en la sociedad. Los Hawaiianos, y Chinos durante las dinastías Ming y Sung, tenían un concepto equivalente de una Ciudad de Refugio, y la Biblia menciona 6 ciudades de refugio, al lado del río Jordán. Nosotros tendremos una sociedad saludable cuando comunidades como las Aldeas de Paz sean comunes a la persona promedio que no les da a ellos un segundo pensamiento.

[3] El Narrador Indio Manitonquat, trabaja en una aldea con un propósito similar, nombra Metanokit,[4] igual que Tamarack Song en su escuela "Tambor Maestro". Su libro relacionado

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[2] libre vs. $40,000/año/prisidiario, en estado de Connecticut, en 1997.

[3] El libro "*You can't do it alone*",[Usted no Puede Hacer usted mismo] [por Padre Wm. O'Brien. NY: Simon & Schuster, 1993] discute "Daytop", un centro de rehabilitación de drogas en el estado de Nueva York con un 88% de éxito. Sugiere que adictos únicamente exageraron una conducta no funcional generalmente en la sociedad presente, y que soluciones que trabajan con sus comportamientos puedan aplicarse generalmente en el desarrollo de comunidad.

[4] "Manitonquat" significa *Cuento Sanador*, en la lengua de los indios Wampanoag.

con la comunidad es "*Journey to the Ancestral Self*"[5] [El Viaje a la Personalidad Solariega]. La "Revolución Industrial del Décimo Siglo" Europeo salió de monasterios que eran administrados similarmente a las Aldeas de Paz. ¿ Cómo puede usted divertirse tomando pasos pequeños para ayudar a crear una mejor comunidad donde usted vive? La historia de Virginia Satir en el libro *"Chicken Soup for the Soul"* [La Sopa de Pollo para el Alma], "Todos tienen un sueño", podría ayudarle a usted a obtener algunas ideas para desarrollar una mejor comunidad.

> ***Es más noble darse usted mismo completamente a un individuo que trabajar diligentemente para la salvación de las masas.***
> -Dag Hammarskjold, Secretario anterior de las Naciones Unidas

Las comunidades son como un tapicero de acciones individuales. Una nota personal de agradecimiento vale más que una tonelada de propaganda postal- la conexión personal, que usted tiene, vale más que los credenciales, en su comunidad. También, la gente tiende a seguir la corriente. Cada acción que usted toma es un modelo para otros seguir. Si usted ha estado en algunas ciudades canadienses, usted sabe que usted simplemente de algún modo no puede desordenar, porque las calles son muy limpias. Si usted comienza haciendo cosas realmente nítidas, la otra gente puede obtener la idea también.

B. ALGUNAS SUGERENCIAS PARA CADENA DE TRABAJO

Máximo de Cadena de Trabajo:

> ***La manera única para obtener más de lo que usted da es dando más de lo que usted obtiene.***

* *Cadena de Trabajo significa* ***ayudar*** *a la gente - a ser un consultor sin pago.*
* ***Cada persona*** *que usted encuentra* ***tiene informaciones útiles****- si usted escucha.*
* *Cadena de Trabajo significa dar sin esperar no se mantiene un total.*
* *¡ SIEMPRE mostrar apreciación y gratitud!*
* *Cadena de Trabajo exige confidencialidad.*
* *Cadena de Trabajo significa* ***fomentar interés****.*
* *Cadena de Trabajo significa buscar maneras para* ***beneficiar*** *el mayor número de gente posible- pensando "ganamos-ganan"*

UN FORMATO POSIBLE DE ENCUESTA[6]

Su libro relacionado del comunidad es *Return to Creation.[Regresar a Creación]* Manitonquat [Medicine Story] ANOTHER PLACE, INC., 173 Merriam Hill Rd, Greenville, NH 03048 USA, (603) 878-3201

[5] Station Hill Press, 1994. Teaching Drum School, 7124 Military Rd, Three Lakes, WI, 54562

[6] Esta encuesta fue usada por un grupo de inquilinos, y creemos que es vagamente basada en ideas del libro *Building Communities from the Inside Out* [Desarrollo de Comunidades de Adentro Afuera], que es un libro muy útil.

Esta encuesta es basada hacia la búsqueda de encontrar gente con destrezas para organizar grupos de interés y asi tambien peqeñas compañías. Diseñe o adapte esta encuesta a su situación. SIEMPRE HAGA ENCUESTAS EN PERSONA, asi usted podra obtener la información que usted no sabia necesitaba, y SIEMPRE ORGANIZA ENCUESTAS BASADA EN SUS INTERESES. Si usted no puede llegar a la gente individualmente, trate iglesias y organizaciones similares que llegan a su residentes. Repita los siguientes declaraciones durante su trabajo: ESCUCHE A SU GENTE; ELLOS SABEN LO QUE ELLOS QUIEREN; FOMENTE SUS INTERESES; LUEGO CONSTRUYA EN LO QUE USTED TIENE.

REGALOS/ DESTREZAS INDIVIDUALES

RELACIONADO A:

ALIMENTO__Banquetes a Domicilios __cocinar con/sin recetas__preparación de comidas/servir/lavar los platos para más de 8 personas __hornear __operar equipo comercial para preparación de alimento__servicio de cantina__OTRO:_____

OFICINA: __estenografía(__PPM) __Calculadora/Máquina de Sumar __Tomar mensaje de teléfono__Archivar__Escriturade cartas comerciales __Recibir órdenes por teléfono__teneduría de libros __mantener el conteo de materiales__procesor de palabras __taquigrafía __entrar información en computadora __OTRO

SALUD: Cuidado para:__envejeciente__incapacitado__enfermo

*¿ Qué clase de cuidado usted provee?*__Bañar__vestir__ejercicios

__escortar__alimentar__preparaciónde dietas especiales__hacer sentir a la persona cómoda

CONSTRUCCION/REPARACIÓN, relacionado a vivienda:__viviendas

__balcones__garajes__piscinas__OTRO_____

__Enladrillado__ebanistería__soldadura__trabajœn concreto

__instalación de calefacción/refrigeración__carpentería

__limpieza de chimeneas__instalación de ventanas__techos__uso de herramientas máquinas__marquetería__OTRO_____

__Demolición de edeficios__construcciónde adición de habitación

reparación de:__muebles__cerraduras__plomería__eléctricas__cocinas

MANTENIMIENTO: __limpieza/lavado:__ventanas__pizos__alfombras

__trabajo general de casa__cera:__pozos__carros__madera__OTRO

reparación de:__goteras de plumas/grifos__OTRO

__cuidado de:__grama__jardin__árboles__flores

__madera pulida__terminación de madera

REPARACIÓN: artefactos/equipo __radios__televisión__grabación de videos y cintas magnetofónica__carros__camión/autobús

__refrigeradoras__lavadoras/secadoras__calefacción/airecondicionado

__joyería__reloj__hojalatería__OTRO_____

USO DE EQUIPO:__elevador de carga__camión__grúa__retroexcavadora

__OTRO_____

SEGURIDAD:__acomodador de eventos__guardia de propiedad

__residencial__comerciales__industriales__instalación de sistemas de alarmas de seguridad__OTRO

ENSEÑAR:__niños__adultos__OTRO_____

SUPERVISIÓN:__escribir reportes__llenar formas__planificación de trabajo para otra gente__dirijir trabajo de otras personas __presupuesto__entrevistar gente__administrar de propiedad
__sargento/oficialmilitar__OTRO_____

VENTAS:__operación de caja registradora__venta de productos por mayor(¿ Qué clase de productos?____)__ventade productos de talle__
(¿ Qué clase de productos?_____)__venta de servicios(¿ Qué clase de servicios?_____) ¿ Cómo usted vende productos o servicios?:__tiendas__hogar__corespondencía__puertæ puerta

DEPORTES: __juego de pelota__balonpie__baloncesto__patinar __OTRO
BAILES: __culturales __OTRO
MUSICA __cantar__tocarinstrumentos(¿ CUÁLES TÚ TOCAS?_____)

ROPA: __tapicería __costura __confección de ropas__tejer
__alteración de ropas__unir parchos__OTRO_____

ARTE: La pintura: __óleo__pintura de agua__gráficas de computadora
Escultura: __cerámica _madera__metal __dibujos__colaje
__papel__teatro__OTRO_____

PLANTAS:
__jardinería__crecimientode yerbas o floras__OTRO_____

OTRAS DESTREZAS/REGALOS: __moviendo muebles/el equipo __enbellezadora/cortadora de pelo__OTRO_____

ENTRETENIMIENTOS AFICIONES: la tecnología:__eléctronicas __juegos trenes_ juegs imitadores__juegosde computadora__OTRO
POR FAVOR HAGA UNA LISTA ADICIONAL DE DESTREZAS NO MENCIONADAS ARRIBA:_____
_____
_____

**** DESTREZAS DE IMPORTANCIA ****

1. ¿ De sus destrezas, qué CUATRO cosas le gusta hacer más?

2. ¿ Qué cuatro destrezas usted disfruta haciéndola más? [Si mismo, __marque]

3. ¿ Qué destrezas disfrutaría usted que es major que la otra persona lo nombra a usted para hacerlas?

4. ¿ Cuáles de sus destrezas usted disfrutaría enseñando a personas interesadas?

5. ¿ A quién más usted conoce que disfrutaría ensañando destrezas?

6. ¿ Qué destrezas le gustaría a usted aprender más?

LAS DESTREZAS COMUNITARIAS

1. ¿ Ha participado usted u organizando reuniones comunitarias? Cuáles? ¿ A quién más usted conoce que hace esto?
2. Por favor describa su forma ideal para actividad comunitaria, aún cuando usted nunca ha tenido experimencia. Por favor use páginas adicionales si necesita.

NOMBRE _____
DIRECCIÓN _____
TELÉFONO _____
la otra gente interesó en la actividades comunitarias:

1. ¿ QUÉ LE GUSTARÍA A USTED HABER CAMBIADO AQUÍ?
MENOS:

MÁS:

2. Nada cambiará sin su participación, ¿ QUÉ ESTÁ USTED DISPONIBLE PARA HACER QUE ESTO OCURRA? [¡ SEA AUDAZ!]

COMMUNITY DEVELOPMENT GUIDE IN 25 WORDS OR LESS:

LISTEN TO YOUR PEOPLE
THEY KNOW WHAT THEY WANT
FEED THEIR INTERESTS
AND BUILD ON WHAT YOU HAVE

ESCUCHE A SU GENTE
ELLOS SABEN LO QUE ELLOS QUIEREN
FOMENTE SUS INTERESES
LUEGO CONSTRUYA EN LO QUE USTED TIENE.

MISSION STATEMENT DEVELOPMENT QUESTIONS
and not a bad way to look at holistic development of a business plan.

1. What is our purpose here?

2. Who are our customers?

3. What do we want to become?

4. How can we have fun getting there quickly?

5. What are our resources, and barriers?

6. How will we know we are making progress?

7. What are our principal processes?

8. Which are most in need of improvement?

9. What can we do right now to improve even just a little?

10. How can we use our compensation and recognition systems, and any other resource, to excite people about proactive goals in the community?

If you were to meet with a committee to work on improving the quality of life here, what would be the best time of the day, and day of the week?

VARIANT SURVEY FORMAT POSSIBILITY

EDUCATION classes	Need Service	Would help to make happen	RELIGIOUS	Need Service	Would help to make happen
GED			Holiday Celebrations		
Language			**SECURITY**		
Adult Career			Self-Defense Class		
Entry exam prep			Property ID		
JOB TRAINING			Resident Patrol		
Computers			**CHILD PROGRAMS**		
Night School			Day Care		
Apt Mgmt/Maint			After-school tutoring		
COUNSELING			Emergency Sitting		
Abuse problems			Camps weekend/summer		
Family problems			Foster Home assistance		
Financial Budgeting			**ELDERLY**		
Personal problems			Day Care assistance		
EMPLOYMENT			**ALCOHOL /DRUG**		
on-site job creation			Treatment		
Cooperatives			Counseling		
Networking			**RIDE TO WORK**		
GROCERY COOPERATIVE			**RECREATION**		
LEGAL REPRESENTN			Homework Center for kids		
Civil Case			Indoor games		
Probation /Parole			Outdoor games		
HEALTH CARE			**OTHER**		
PARTIES					
ETHNIC CELEBRATNS					
CLUBS					
Quilting					
Model-building					
Sports					
Role playing games					
Chess					

The above format is scattered; a format should be developed for the unique interests of your residents. Our thanks to Kim Pietrorazio of Konover Residential Management, for this concept, who surveys the interests of every incoming resident, to guide her company's efforts to meet resident interests.

"Commit Random Kindnesses and Senseless Acts of Joy" -bumper sticker

I've had a lot of experience working as a volunteer and also overseeing volunteers. My experience is that volunteers need to feel important, because if they don't, they'll find something else to do that's more satisfying to them. (We know that they ARE important; but it's important that they FEEL that.)
A red flag for me in your description is that volunteers only need to come once every four months if that's all they want to do. That doesn't sound like they're needed very much. It also doesn't sound like you're requiring much from them that needs any practice -- so maybe it's too simple-minded for many of them. I've had more luck requiring a commitment from volunteers to put in a dedicated amount of time -- commit to coming in once every week or two for two hours, for instance, for maybe two months and then renogotiate. Less than once every week or two can seem pretty skimpy. Whatever, the point is to negotiate a schedule that works for both of you, and then expect the volunteer to either live up to it or renegotiate or resign from the job. This is more of a win-win solution. You get volunteers who learn how to do things and who do them; and they get to feel the satisfaction of making a real contribution. And that way you don't need so many volunteers, either!

1. These addresses will be helpful for anyone seeking grant information: The Foundation Center, 79 Fifth Ave., NYC 10003-3076 800-424-9836. The Grantsmanship Center, POB 17220, LA, CA 90017-0220 800-421-9512.

2. *You Can't Do It Alone* [Wm. B. O'Brien. NY: Simon & Schuster, 1993] discusses Daytop, a drug rehab center in New York with an 88% success rate. It suggests that addicts only exaggerate dysfunctional behavior generally present in society, and that solutions that work with their behavior can be applied generally in community building. Manitonquat aka Medicine Story is working on a village with a similar purpose, named Metanokit, in Greenville, NH, as is Tamarack Song in Teaching Drum school, 7124 Military Rd, Three Lakes, WI, 54562- his related book re community is *The Journey to the Ancestral Self* [Station Hill Press, 1994]. The European "Industrial Revolution of the 10th Century" came out of monasteries run similarly to Peace Villages, and cultures as diverse as the Hawaiians, and the Chinese, during the Sung and Ching dynasties in particular, had institutions that echoed the idea.